


25X1


Distinguished Intelligence Medal
1400 Sunday 19
1430, Friday, 15 Feb 1980 DCI/CR

- Retiring after 24 yrs CIA/total 42 with Federal Govt.
- One of the real unsung heroes of the CIA
- Responsible for developing & implementing our accounting and financial procedures.
 - *especially complex when consider clandestine and covert activities
- Probably greatest complement to your excellence:
 - *Not a single charge raised in Congressional investigations of mid-70s concerning financial management.
- There are few whose work touches everyone in the Agency. You are one of those few. From:
 - *Overseeing the Credit Union
 - *To guiding financial careerists
 - *To managing our budget

Your contribution has been exceptional.

STAT



19 Feb 80

Congress - 3 roles

Consumer, Overseer, Protector/Provider

I Consumer

Look on Congress as one of our important consumers

Historically, IC has supported Foreign Relations and Armed Services Committees. But, with expansion of IC collection/analysis into economic and political areas, as well as terrorism, narcotics, etc., the potential exists to support all the Congress.

In turn, expansion of almost all Congressional activity into having international implications makes use of IC data important

e.g., energy policy

e.g., grain sales/embargo

e.g., fishing agreements

Have made determined effort provide more support:

a. Number briefings doubled since 1976

e.g., 56 briefings to HFAC in 1979

b. Requests for written documents quadrupled

c. Principal current intell. publication goes to 8 comm.

ea. day

d. Unclass. publications go to 105 members of both Houses

e. More committees receiving support

-- Senate Budget - WW roundup

-- Senate Energy - series of 8 hearings in which
Agency specialists will testify
on geo-politics

-- House Agriculture - Sov grain prospects

But need to do better --

Worldwide briefings - some committees - some not
Would like more effective mechanism for identifying Congress'
needs

Not clear just how - can do better

Several limits must be acknowledged:

1. Congress must recognize that the IC also functions
as the confidential advisor to the President.
Political sensitivities are sometimes involved.
Members and staff must respect the exclusivity
of some of the IC product to the Executive
Branch. This need not in any way reduce the level
or quality of support the IC can provide the
Congress. If undercut - hurt quality of
decision process -
2. Are element Executive; Resources structured
for Exec Branch -
535 Congressmen; 48 Committees
 o workload
3. The IC must consciously remain apart from policy-
formulation if it is to be a credible source.
Nevertheless, with the exercise of good judgment,
the IC can come very close to the boundary of
policymaking to enhance its service to policy

makers. For example:

e.g., Can not only comment on proposed policies (how other countries will react), but could also hypothesize (not advocate) a range of policies.

e.g., CA: generally wait until policymaker asks for support to an active policy. But, sometimes policymaker may not recognize that CA might be applicable. IC must be ready to suggest possible CA's to support policy -- naturally can't be an advocate/salesman - just a provider of options.

II Oversight and foreign policy

Consistency of intell and policy

Review of collection/analysis -

Was adequate to Pres/Cong needs

Ability intell to support policy

e.g., SALT verification

C.A. - consistency with policy -

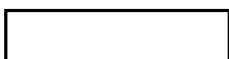
Are we at cross purposes?

Double check

Surrogates for public in reassuring against abuses -

Potential negative effects

1. Leaks



2. Micro - management -

Impede intell/C.A.

III Provider/Supporter

Budget control - highly determinant future capabilities

Verification to public on accusations that cannot be
refuted in unclassified forum.

Protective legislation -

DCI
19 Feb 80

Ethics

- Should we employ human spies?
 - Why not rely on technical? Mil prep?
 - and overt?

- What motivates a man to spy?
 - Money?
 - Ideology?
 - How case officer motivate - military?

- Would you use extortion, blackmail?
 - What is dividing line?
 - Torture?
 - Is dividing line different for different quality of info?
 - e.g., prevent World War III? Get promotion?
 - Absolute - what is - Code Ethics?
 - Relative - how bound?

- How about covert political action to topple a gov't?
 - Was 1953 in Iran o.k.?
 - Should we have kept him in power in '78?
 - In spite of unpopularity?
 - How long - ?
 - Instability today - but what explosion if had held Shah on?

- What do you think of Harlan Cleveland's test to determine if actions are ethical?

Is what you or others think an appropriate standard?

or is there not something more absolute?

a better standard than personal standards.

Live with your conscience?

Net value to country?

- Is Congress a good conscience for IC?

What pluses do they have?

Detached from execution?

Reflective of ethics of nation?

What minuses?

Leaky?

In what ways?

Ethics of disclosure

Over-manage?

Not understand nuances?

- Congressional reviews of quality of intell generally concluded intell failure in Iran

Was there?

Why?

1. Quality

How ensure differing views vice compromise

Betts --

Limits - decision maker prefers

1 clear-cut view - ?

Not really -

Understand problem

Differing views explicate

nature problem

How not inundate

Mean must eliminate DCI role?

2. DCI also role in collection -

manage national assets

If you were tac air cdr in field in war - what
want from DCI?

What Pres. want from tac systems

- What's biggest problem facing intell today?

Shackles?

All amount to lack of secrecy -

Relevance to you

Ethics - same

Interpretation - same as planning - ops

Nat-tac - battlefield